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SEMI-ANNUAL REPORT

of

PROGRESS and PROGRAM PLANS

DEVELOPMENT STAFFS

for period

1 July 1955 through 30 June 1956.

Deputy Director of Personnel for Planning & Development  
Staffs:

Development  
Mobilization  
Plans  
Selection

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MEMORANDUM FOR: Executive Officer, Office of Personnel RB  
THROUGH: Deputy Director of Personnel for Planning and Development  
SUBJECT: Semiannual Report of Progress and Program Plans  
REFERENCE: Memorandum from the Director of Personnel, Semiannual  
Reports of Progress and Program Plans, dated 11 July 1955

1. Forwarded herewith is the Semiannual Report of Progress and Program Plans of the Development Staff as requested by the referenced memorandum.

2. The attached report consists of two parts: Section I is a report of progress and accomplishments during the period 1 July to 31 December 1955, and Section II is a report of program plans for the current period 1 January to 30 June 1956.

  
Acting Chief, Development Staff  
Office of Personnel

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Attachment:  
Subject Report

DEVELOPMENT STAFF

SEMIANNUAL REPORT OF PROGRESS AND PROGRAM PLANS

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DEVELOPMENT STAFF  
SEMIANNUAL REPORT OF PROGRESS AND PROGRAM PLANS

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DEVELOPMENT STAFF

SEMIANNUAL REPORT OF PROGRESS AND PROGRAM PLANS

The Development Staff was officially activated on 1 July 1955 and three persons were assigned to three of the five positions that comprise the Development Staff Table of Organization. The Development Staff has as its mission: (1) Monitoring the career planning function in the Agency, (2) Monitoring and evaluating the performance of the individual Career Services, and (3) Administering the Junior Career Development Program and the (Senior) Career Development Program.

The Staff's responsibilities can be divided functionally into four areas of activity. The Acting Chief performed during the report period (1 July to 31 December 1955) the Recorder's function for the CIA Honor Awards Board. The responsibility for the Recorder's function was assumed by the Deputy Director of Personnel for Planning and Development on 19 January 1956 at which time the former Acting Chief of the Development Staff was detailed for a period of four months to PPD. The Development Staff continues to furnish clerical assistance to the present Recorder of the CIA Honor Awards Board.

SECTION I - MAJOR ACCOMPLISHMENTS AND SIGNIFICANT DEVELOPMENTS

(1 July 1955 to 31 December 1955)

The progress and accomplishments for the last six months of 1955 are reported below for each of the three major areas of activity for which the Development Staff is responsible.

1. MONITORING THE CAREER PLANNING FUNCTION IN THE AGENCY

a. Upon activation the Staff assumed the responsibility for the initiation of regulatory issuances regarding career development. Prior to the report period, drafts of [REDACTED] "Career Development" had been prepared by the Planning and Analysis Staff (PAS) in collaboration with Placement and Utilization Division (PUD) and the Career Service Staff (CSS). These drafts had encompassed only the two special programs for career development.

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25X1A During the reporting period it was decided that Regulation [REDACTED] should cover the area of career planning and  
25X1A that [REDACTED] should cover the special development programs.  
25X1A In accordance with this decision, the Staff initiated these two regulations. At a later date it seemed advisable to confine [REDACTED] to the Junior Career Development Program since it was determined that an exhaustive analysis of the SCD Program should preclude formalization of policies and procedures of the SCD Program in a regulatory issuance. [REDACTED], "The Junior Career Development Program," was published on 14 January 1956.

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25X1A [REDACTED], "Career Planning" was prepared and working collaboration effected during the report period. It is planned that this regulation will be submitted to the Career Council in March 1956.

b. The Staff participated in the preparation of OPM No. 20-110-7, "Individual Career Planning," which provides for a formal program of career planning for members of the Personnel Career Service. Members of the Staff have also made contacts with representatives of other Career Services on the subject of individual career planning. Participation in and discussion of the career planning programs of the various Career Services provide basic material for the formulation of policies and procedures for an Agency-wide individual career planning program.

c. A standard one-page Biographic Brief has been designed in the Office of Personnel and will be proposed for Agency-wide use. This Biographic Brief is proposed for use in the preparation of individual career plans and other various normal and recurrent types of personnel action. Members of the Staff collaborated with officials in Personnel and DD/P in determining information to be included in this Brief.

A staff study on the proposed use of this Brief in the Agency was prepared in the Development Staff and will be coordinated within the Office of Personnel prior to submission to the Career Council for consideration.

## 2. MONITORING AND EVALUATING THE PERFORMANCE OF THE INDIVIDUAL CAREER SERVICES

The Development Staff has as one of its missions the responsibility of monitoring and evaluating the performance of the individual Career Services to determine uniformity of performance and compliance

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with the intent and purpose of the CIA Career Council. The basic approach to the discharge of this responsibility is through analysis of quarterly reports submitted by each Career Service, in accordance with a memorandum from Chairman, CIA Career Council to Heads of Career Services, dated 25 February 1955. The Development Staff analyzes these reports and prepares a Summary Report of the activities of the various Career Services. The Summary Report for the period 1 January to 30 June 1955 summarized the organization of the Boards and Panels concerned with the personnel management of the individual Career Services and reviewed the activities and accomplishments of the various Career Services. Copies of this 51-page Summary Report were distributed to Operating Officials and Chairmen of Career Service Boards and Panels to effect among the various Career Services an interchange of information regarding policies, procedures, and techniques used in the implementation of the Agency career program. (Appendix A is a copy of the Content Sheet of the Summary Report for 1 January 1955 to 30 June 1955)

In view of the interest in the first Summary Report, it was decided that in the future summary reports of the activities of the Career Services would be prepared on a quarterly basis. In accordance with this decision the Summary Report for the period of 1 July to 30 September 1955 was prepared and distributed on 15 December 1955 to the CIA Career Council, Operating Officials and Chairmen of Career Service Boards and Panels.

The Staff has served as a clearing house for career service information since its inception and has submitted information upon request to various Career Services and Agency officials. These requests have been to a great extent on an informal basis and were in general seeking information related to organization, membership, and policies of the various Career Boards or Panels.

### 3. ADMINISTRATION OF CAREER DEVELOPMENT PROGRAMS

#### a. General

The responsibility for the administration of the Junior Career Development (JCD) Program and the Senior Career Development (SCD) Program was transferred from the Personnel Assignment Division to the Development Staff on 1 July 1955. The JCD Program was instituted May 1954 and few major changes in the basic purpose, policy, and procedures have been made since that time. The so-called Senior Career Development Program was first introduced in 1952 as the Rotation Loan Program and later was commonly called the Senior Career Development Program to distinguish it from the Junior Career Development Program.

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b. Development in Career Development Programs

(1) Career Development Positions

(a) As of 1 July 1955, 40 positions (15 vouchered and 25 unvouchered) all of which were established on a T/O authorization, were available for utilization by participants in the SCD Program. The JCD Program was approved for 30 positions, eight of which were established in a T/O authorization.

(b) As of 31 July 1955 the ceiling allocation for the SCD and the JCD Programs was 33 positions, 29 of which were allocated to the SCD Program and 4 to the JCD Program. All these positions were filled. Five additional persons had been approved for participation in the Programs (4 in JCD and 1 in SCD) and nine requests for SCD positions were on hand.

(c) A staff study on the status of the career development programs in relation to ceilings established in the Office of Personnel was submitted to the CIA Career Council on 15 September 1955. As a result of the Council's discussion, the Deputy Director (Support) directed the allocation of 48 positions for the two career development programs and that the T/O authorization be changed so that any of the 48 positions were available for either of the two programs. The Deputy Director (Support) also authorized double slotting to a reasonable degree persons newly selected for participation in the career development programs in order to provide the necessary flexibility to maintain the career development programs during the transition period.

(2) Administration of Career Development Programs

The CIA Career Council approved a change in the mechanism for selecting candidates for participation in the career development programs. The JCD Program had formerly been administered by the Committee for Career Development of Junior Personnel and the SCD Program was administered jointly by the Director of Personnel and the Director of Training, acting for the CIA Career Council. During the report period a Career Development Committee consisting of the Director of Personnel, Chairman; the Director of Training, and two members, one appointed by the DD/I and one by the DD/P, was established. This Committee was delegated the responsibility of administering both programs. This administrative change was later formalized in [REDACTED].

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c. Participation in the Career Development Programs

A statistical report on the number of participants in the Career Development Programs during the report period is attached. (Appendix B) This report shows the number of participants as of 1 July 1955, 31 December 1955 and the total number for 1 July to 31 December 1955, including the breakdown according to grade range, type of program, and major component sponsoring participants.

(1) Senior Career Development Program

During the period 1 July 1955 to 31 December 1955 a total of 44 persons participated in the Senior Career Development Program, approximately 84% of these persons were engaged in training activity external to the Agency and the other 16% were engaged in intra-Agency rotational development. During this period a total of 13 requests for positions to be allocated for participation in the SCD Program were received in this Staff. All requests were approved and the 13 individuals approved for the Program were transferred to the Office of Personnel, Career Development Authorization.

(2) Junior Career Development Program

During the period 1 July 1955 to 31 December 1955 a total of nine persons participated in the Junior Career Development Program, all engaged in intra-Agency rotational development including internal training to supplement their on-the-job development. The Career Development Committee selected four persons, who had previously applied, for participation in the JCD Program making a total of eight participants as of 31 December 1955. (One JCD participant resigned from the Agency in August 1955.) During the period eight applications for participation in the JCD Program were received; four were disapproved, three were deferred, and one was withdrawn.

The JCD Program adhered closely to its stated purpose in 1954 to give junior personnel with executive potential an opportunity to develop by making available to them varied rotational and training experience. This Program has not been active as originally planned as evidenced by the relatively few applicants, and the even lesser total number of participants. This is partially because the SCD Program was already being used for a limited number of rotational assignments when the JCD Program was established. Both programs provide slots which are not charged to the T/O's of Operating Components, but the JCD Program is competitive and more selective.

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SECTION II - PROGRAM PLANS -- 1 JANUARY 1956 TO 30 JUNE 1956

The Development Staff began the current period with three persons assigned to the Staff, and no change in mission or responsibilities. The former Acting Chief was detailed on 9 January 1956 to PPD for a period of four months resulting in the temporary assignment of a member of the Staff as Acting Chief and the detail of one staff officer from Plans Staff to this Staff.

The functional areas of responsibility outlined in Section I are discussed below in reference to present status and proposed plans for the current period.

1. MONITORING THE CAREER PLANNING FUNCTION IN THE AGENCY

a. Status of Current Program

(1) The coordination of Regulation [REDACTED], "Career Planning," in the Office of Personnel has been deferred until the CIA Career Council studies the problems of individual career planning.

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(2) At the suggestion of the Inspector General the Career Council has determined that the March meeting of the Council will be devoted to the subject of Individual Career Development Plans in the Agency. The Inspector General also requested that reports be made to the Career Council by Heads of Career Services on their respective present policies, programs and procedures related to individual career planning for employees under their jurisdiction. The Development Staff, under the direction of the Deputy Director of Personnel for Planning and Development, initiated the request for these reports and participated in a meeting of the secretaries of the various Career Services to brief them on the preparation of these reports. These reports will be compiled and summarized as necessary and will be submitted to the Council along with a staff study on the problems of individual career planning.

(3) Members of the Development Staff are preparing a survey analysis of the two career development programs, from their inception to present time, for submission to the Council at its March meeting. Such information is pertinent to the subject of career planning in the Agency. This survey will include for each program the total number of applicants, the number of participants, types of programs authorized for these

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participants, and the breakdown of the number of participants by grade, Service Designation, and major components sponsoring these individuals. The required statistical information required in reference to the SCD Program involves considerable research and a careful review of the transcript and minutes of the CIA Career Service Board and the CIA Career Council from 1952, the date of the inception of the SCD Program.

(4) The proposed brochure on the CIA Career System which was initiated by a member of this Staff in April 1955 is still in draft stage. Due to pressure of work, increased responsibilities, and a limited staff, no work is currently being done on this brochure.

(5) The staff study on the Biographic Brief, mentioned in Section I, is ready for working collaboration within the Office of Personnel prior to submission to the CIA Career Council. It has been suggested to the Personnel CMO that the Biographic Brief form be used as a "trial run" in the preparation of Individual Career Plans for members of the Personnel Career Service.

b. Program Plans for Current Six Months

The Development Staff anticipates the following accomplishments:

(1) Providing information to Heads of Career Services and other officials concerned with information, as necessary or upon request, in regard to personnel management techniques to implement their individual career planning programs. The Deputy Director of Personnel for Planning and Development and a member of the Staff are scheduled to discuss the individual career planning in the Agency at one session of Curie College in April. It is anticipated that the Deputy Director of Personnel for Planning and Development and members of the Staff will participate in group conferences of officials in other career services which will probably be scheduled to discuss problems and procedures of career development.

(2) Reviewing Career Service reports and Individual Career Development Plans to determine the effectiveness of the career planning program in the Agency. More emphasis will need to be placed on this function if the formal Individual Career Development Plans are required for Agency personnel.

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2. MONITORING AND EVALUATING THE PERFORMANCE OF THE INDIVIDUAL  
CAREER SERVICES

a. Status of Current Programs

The Summary Report of the Activities of the Career Services for the period 1 October to 31 December 1955 is in the process of preparation. The fourth quarterly reports from the various Career Services were due 16 January 1956, but two reports were outstanding until 9 February 1956. It is anticipated that the Summary Report for the past quarter will be submitted to the Career Council, Operating Officials, and Chairmen of Career Boards and Panels on or before 1 March 1956.

b. Program Plans for Current Six Months

(1) Reports from the Career Services for the current quarter will be due on 15 April. These reports will be analyzed and summarized. It is hoped that the various Career Services can be encouraged to submit their reports promptly in order that the Summary may be prepared and distributed early in April 1956. It is felt that with the increasing emphasis on career service activity the summary reports for each quarter will be considered by Career Boards and Panels, Career Management Officers and other officials as a useful and significant means of interchange of ideas in regard to the principles and techniques of career development.

(2) It is anticipated that more information relating to membership, composition, and organizational structure of Career Service Boards and Panels, and particularly information regarding Service Designations will be requested from this Staff in view of the current discussions on identifying positions on Tables of Organization by Service Designations and current planning for the revision of Tables of Organization to reflect manpower staffing and development requirements.

3. ADMINISTRATION OF CAREER DEVELOPMENT PROGRAMS

a. Current Status of Programs

Appendix C, Tab 1, is a status report of the participants in the JCD and SCD Programs as of 18 January 1956. This report shows component, grade, Service Designation, program and period of incumbency. Appendix C, Tab 2, is a summary slot-status report of career development programs and a graph of position incumbency, July 1955 to June 1956, in relation to ceiling. This graph shows how present incumbents will be "phased out."

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(1) Senior Career Development Program

As of 1 February 1956, there were 24 persons actually in the SCD Program. The Career Development Committee, at its meeting on 25 January 1956, considered six requests for SCD positions; four applicants were approved for participation and two were disapproved. Three more applications are currently on hand and it is expected that Career Development positions will be requested for the seven candidates to be selected to attend the forthcoming sessions of the Defense Colleges.

(2) Junior Career Development Program

As of 1 February 1956, there were eight participants in the JCD Program and four applications to be submitted to the Career Development Committee for action at its next meeting.

b. Program Plans for Current Six Months

(1) Senior Career Development Program

The SCD Program provides an effective mechanism for Operating Officials to accomplish their objectives in connection with external training for subordinates within their respective components by providing positions not chargeable to the T/O's of operating components. With the imposition of more realistic T/O's and ceilings, it is anticipated that there will be more requests for positions than can possibly be allocated with the current authorization of only 48 positions for both (JCD and SCD) Programs. Thus the Career Development Committee is faced with the question of determining more selective criteria for approving candidates for Career Development positions. The Committee at its last meeting took the position in its disapproval of two requests for SCD positions, that Career Development positions should not be utilized for internal on-the-job training for individuals, Agency training or other activities which could be arranged through administrative adjustments within the purview of the Heads of Career Services.

Thus the first priority, aside from actual administration, is to formalize policies governing the SCD Program and to adapt existing informal procedures. Such a formalization would include a statement of policy which would provide guidance for Operating Officials who wish to utilize career

development positions in implementing career plans for individuals under their jurisdiction and for the Career Development Committee responsible for selecting participants. Plans are in progress for renaming the present Senior Career Development Program and limiting its scope to situations where the main objective is detail to developmental or training situations external to the Agency or across-the-board developmental rotational duty. This will be formalized by proposing the revision of [REDACTED] to cover both of the special Career Development Programs or by initiating another regulation for the present SCD Program in the [REDACTED] Series.

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(2) Junior Career Development Program

(a) In the next six months the present procedure of requiring a monthly report from each JCD and submitting these reports to the Career Development Committee and the appropriate Heads of Career Services will be continued. The regular monthly meetings of all JCD's will also be continued inasmuch as such meetings are considered to be valuable as a "morale builder" for the participants and a good supervisory procedure. The meetings of the DD/S, DD/I, and DD/P Training Liaison Officers will be regularly covered by a member of this Staff to secure information in counseling and assisting JCD's in implementing their plans.

(b) In the coming months, aside from actual administration of the Program (which task will be increased as new participants are chosen) plans encompass the following objectives:

1. Increasing publicity for the JCD Program.
2. Spending maximum amount of time possible (with the limited number of staff members) in counseling and supervising the individual participants in the Program and evaluating their activities and accomplishments.

(c) Preparing an objective and subjective analytical report of the policies, selection criteria and administrative procedures followed in the JCD Program since its inception in 1954. Such a report will include evaluations from individuals participating in the Program and officials in host components where JCD's are or have been detailed, as well as comments from the Career Development Committee and officials in the Office of Personnel administering the Program. Such a report would be a basis for making recommendations as to more effective utilization of this Program in the future.

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SUMMARY REPORT  
of the  
ACTIVITIES OF THE CAREER SERVICES  
1 January 1955 to 30 June 1955

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CAREER DEVELOPMENT PROGRAMS  
STATISTICAL REPORT ON  
JCD AND SCD PROGRAMS

AS OF 1 JULY 1955 AND 31 DECEMBER 1955

AUTHORIZED POSITIONS				NUMBER OF PARTICIPANTS			SPONSORING COMPONENT			PROGRAM		GRADE RANGE GS-9-11-12-13-14-15
Vouchered	Unvouchered	Total		JCD	SCD	TOTAL	DD/I	DD/P	DD/S	External Training	Internal Training	
AS OF 1 JULY 1955	15	25	40	5	31	36	20	10	6	25	11	7 11 10 3 2 3
AS OF 31 DEC. 1955	23	25	48	8	30	38	21	14	3	24	14	5 10 12 5 4 2

FOR PERIOD  
1 JULY 1955 THROUGH 31 DECEMBER 1955

NUMBER OF PARTICIPANTS		GRADE RANGE GS-9-11-12-13-14-15							SPONSORING COMPONENT			PROGRAM		IN PUT	COMPLETED PROGRAM	INCUMBENCY as of 31 DEC. 1955
		GS-9	GS-11	GS-12	GS-13	GS-14	GS-15		DD/I	DD/P	DD/S	External Training	Internal Training			
JCD	9	0	5	3	1	0	0		9	0	0	0	9	4	0	8*
SCD	44	8	11	12	5	4	4		17	20	7	37	7	13	14	30
TOTAL	53	8	16	15	6	4	4		26	20	7	37	16	17	14	38

\* One (1) Resignation from Agency

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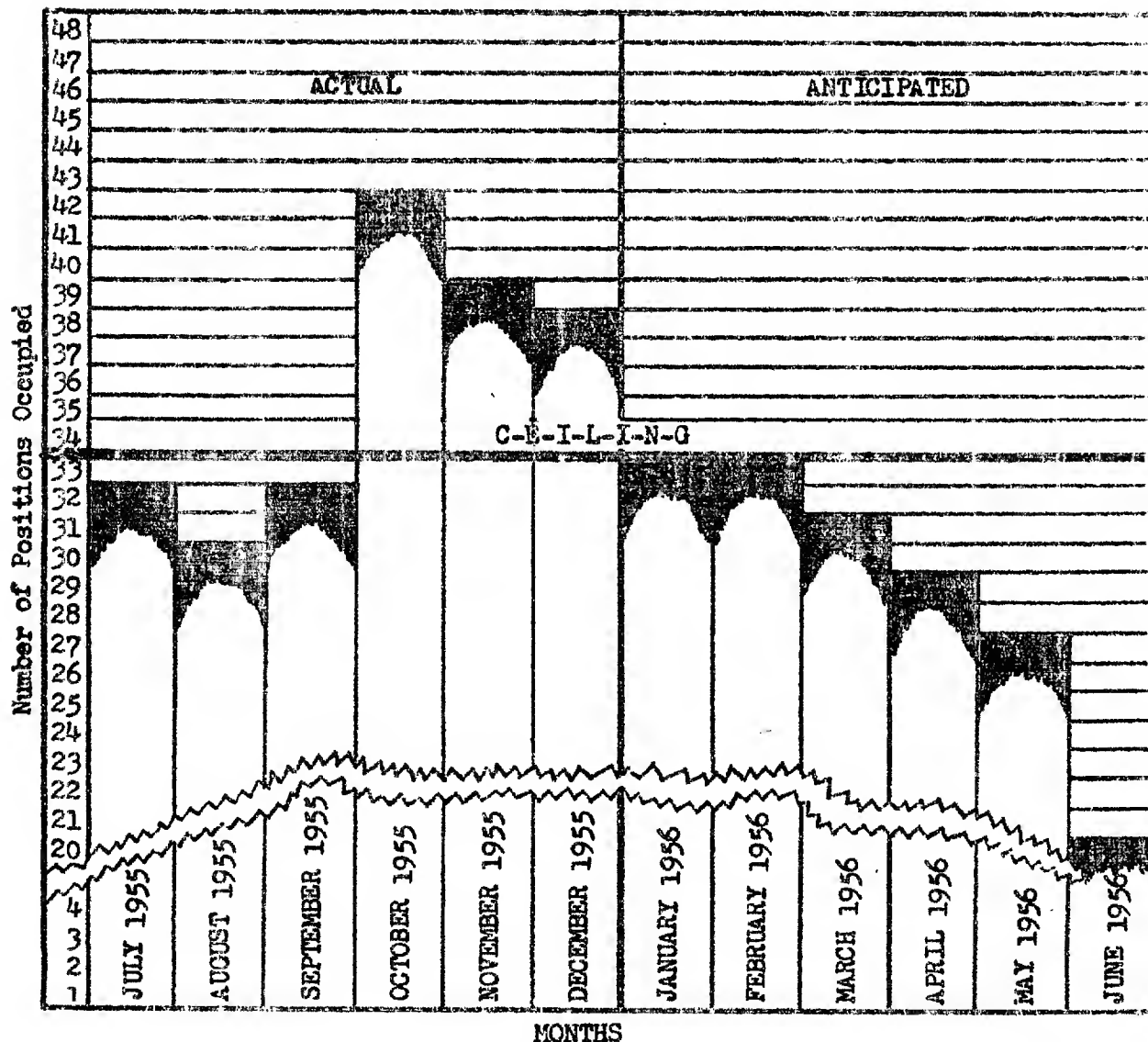
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SUMMARY SLOT STATUS REPORT  
CD & JCD PROGRAMS

18 January 1956

Positions	Ceiling	No. Occupied	Processing In	Processing Out	Anticipated Net
48	33	36	0	2	34

POSITION INCUMBENCY JULY '55 - JUNE '56  
(based on present commitments)



(All estimates based on assumption of prompt submission and processing of actions.)

ATTACHMENT B

APP.C

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